

Annex A: National Strategic Guidance:

America and the World:

America is the world's preeminent power and is likely to remain so for at least two more decades. As the world's only superpower, the United States is critical to promoting stability, economic growth and democratic principles worldwide. Although the current struggle is not of our choosing, we are fighting the War on Terrorism because we stand for freedom and equality for all the world's citizens. Neither America, nor its Army will shirk from the responsibilities preeminence requires. Despite our power, our intentions and our methods are honorable. Guided by the principles laid out in the National Security Strategy, the United States and its Army will seek to make the world not only safer, but also better.

National Goals and Methods:

The National Security Strategy (NSS)¹ articulates eight methods the U.S. will pursue to achieve its goals. These goals and methods (Figure 1) provide the foundation for the objectives developed in subordinate supporting strategies such as the Defense Strategy, the National Military Strategy and the Army Plan (TAP). These goals and methods outline what the Department of Defense, and therefore the Army must accomplish to protect national interests and achieve U.S. objectives.

¹ The National Security Strategy is available online at <http://www.whitehouse.gov/nsc/nms.html> link active as of 25 October 2004.

Figure 1: National Security Strategy 2002 Goals and Methods

Goals

- Spreading political and economic freedom
- Maintaining peaceful relations with other states
- Promoting respect for human dignity

Methods

- | | |
|---|--|
| ✓ Champion aspirations for human dignity | ✓ Prevent our enemies from threatening us with WMD |
| ✓ Strengthen alliances to defeat global terrorism <ul style="list-style-type: none">• US will act alone and/or preemptively if necessary | ✓ Promote global economic growth through free markets and free trade |
| ✓ Work with others to defuse regional conflicts | ✓ Expand the circle of development by working to open societies and building democratic infrastructures |
| | ✓ Develop agendas for cooperative action |

- ✓ **Transform America's national security institutions**
 - **Affirms the Defense Policy Goals -- Assure, Dissuade, Deter, Defeat – and the importance of US forces overseas**
 - **Argues for “developing assets such as advanced remote sensing, long-range precision strike capabilities, and transformed maneuver and expeditionary forces.”**
 - **“... the goal must be to provide the President with a wider range of military options to discourage aggression or any form of coercion against the US.”**

While the U.S. has always retained the right under international law to strike preemptively to protect itself from imminent threats, the NSS adapts the concept to account for the capabilities and objectives of rogue states and terrorists willing to use weapons of mass destruction (WMD). To support preemptive options to counter the WMD threat the U.S. will build better, more integrated intelligence capabilities; coordinate closely with allies to form a common assessment of the most dangerous threats; and continue to transform our military forces to ensure our ability to conduct rapid and precise operations to achieve decisive results.

The NSS' goals and methods reflect contemporary realities and expand upon the national purpose outlined in the U.S. Constitution. They describe what and how the Nation will advance and defend its interests. The National Defense Strategy (NDS) and the National Military Strategy (NMS) further refine national level guidance by focusing the goals and methods outlined in the National Security Strategy in terms of military instrument of power. A thorough analysis of these three documents, the NSS, the NDS, and the NMS informed by the lessons learned in the War on Terrorism, including Operation Enduring Freedom and Operation Iraqi Freedom- allows the Army to prepare its forces and capabilities to support and defend America's interests in conjunction with the other services, government agencies, allies and friends.

Strategic Objectives: National Ends:

The National Defense Strategy seeks to extend America's influence and prosperity and improve America's security by building a durable framework in which the U.S. and its allies and friends can prosper freely.

The strategic framework to defend the Nation and secure a viable peace, articulated in the National Defense Strategy and Chapter 1 of the Strategic Planning Guidance 06-11, is built around four strategic objectives (See Figure 2). These objectives will guide DoD security activities.

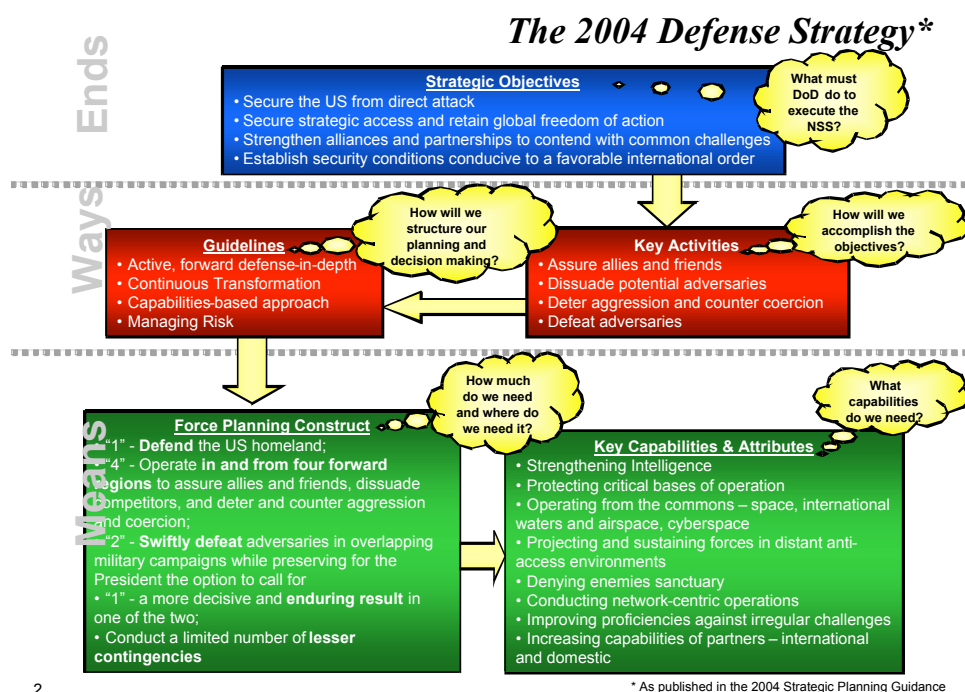


FIGURE 2

- **Secure the United States from Direct Attack** by countering early and at a safe distance those who seek to harm the United States. We are a nation and an Army at war for the long term. Our enemy seeks to undermine our international relationships, erode our influence and impose their own extremist views on civilized societies. To win this war, we must ensure the security of our homeland.
- **Ensure Strategic Access** Ensuring our strategic access to key regions, lines of communication and the global commons underwrites the security, prosperity and well being of the American people and guarantees a maximum freedom of action. By assuring the universal, open, and peaceful use of critical lines of communication and the global commons, we help support the security of the global economy and key regions.

- **Establish Favorable Security Conditions:** Though forged during the Cold War, our traditional partnerships around the world are as valuable today as when they were formed. While we remain committed to the security of our partners, our collective, long-term security depends on broader support to the pursuit of freedom, democracy and opportunity around the world. We will honor our security commitments, work with others to create favorable and enduring security conditions, and expand the community of like-minded nations.
- **Strengthen our allies and partners:** Bringing about real, enduring and favorable change to adverse security conditions around the world is only possible through collective action. Thus, the United States relies on its allies and partners to help maintain the wider peace, bring about favorable and durable change, contend with major security challenges, and sustain the global influence and freedom of action we all collectively enjoy. We will help partners increase their capacity to defend themselves and to meet challenges to our common interests.

The National Military Strategy takes these ends and extrapolates three supporting military objectives: to **protect the United States** against external attacks and aggression, **prevent conflict and surprise attacks**; and **prevail against adversaries**. These military objectives help to define the types and amounts of military capabilities required.

National Ways:

The National Defense Strategy, the National Military Strategy and the Joint Operations Concept (JOpsC) all contribute to the national means, or method of implementing the National Security Strategy. The National Defense Strategy and Chapter 1 of the Strategic Planning Guidance describe four key activities or methods for ensuring our security and promoting our national goals. They are:

Assuring allies and friends by demonstrating U.S. steadfastness of purpose, national resolve and military capability to defend and advance common interests, and by strengthening and expanding alliances and security relationships.

Dissuading adversaries from developing threatening forces or ambitions, shaping the future military competition in ways advantageous to the U.S. and complicating the planning and operations of adversaries;

Deterring aggression and countering coercion against the U.S., its forces and, allies and friends in critical areas of the world by developing and maintaining the capability to swiftly defeat attacks with only modest reinforcements; and at the discretion of the President, **decisively defeating** any adversary at the time, place and in the manner of our choosing.

In addition to these four methods, the National Defense Strategy outlines four-implementation guidelines that steer strategic planning and decision-making.

Active Defense-in-Depth. Our first priority must be the defeat of direct threats to the United States – whenever possible, before they become manifest. Therefore, the U.S. must defeat the most dangerous challenges at a distance, before they are allowed to fully mature. We must focus our military planning on the active, forward and layered defense of our nation and our partners – with varied and flexible capabilities.

Continuous Transformation: The purpose of transformation is to extend key advantages and reduce our vulnerabilities in the face of an ever-changing strategic environment. We will continually adapt how we approach and confront challenges, conduct business and work with others.

Capabilities Based Approach: Capabilities based planning and operations focus more on how adversaries challenge us than on whom those particular adversaries might be or where exactly we may have to contend with them.

Managing Risks: Effectively managing a variety of complex defense risks is central to operationalizing the National Defense Strategy. We will consider the full range of risk associated with resources and operations to manage explicit tradeoffs across the department.

In addition to these tenets summarized above, the JOpsC describes how the transformed Joint Force will operate in 10-20 years. Taken together these four key activities, implementation guidelines, and the JOpsC are the ways we achieve the Defense Strategies' goals of *Secure, Ensure, Establish* and *Strengthen*.

Joint Forces and the Force Sizing Construct (1-4-2-1) –National Means.

A truly joint force is the instrument of means we use to execute the Defense Strategy and achieve its goals. The Joint Force must be interdependent, fully integrated with other instruments of national power, and flexible enough to rapidly respond to a variety of challenges and achieve a variety of decisive outcomes. The Joint Force must possess an appropriate mix of critical capabilities and employ quality people to provide the President and Secretary of Defense with a wide variety of options to take decisive action as required.

The U.S. Defense Strategy implements a “capabilities-based” approach to defense planning to provide, over time, a richer set of military options across the full range of military operations, offering U.S. forces the means to adapt to any potential surprise and deny asymmetric advantages to the enemy. The force-sizing construct (also referred to as the 1-4-2-1 construct) specifically shapes forces to accomplish the following four missions:

- Defend the U.S. homeland;
- Operate in and from four forward regions to assure allies and friends, dissuade competitors, and deter and counter aggression and coercion;

- Swiftly Defeat adversaries in overlapping military campaigns while preserving for the President the option to call for a more decisive and enduring result in one of the two; and
- Conduct a limited number of lesser contingencies;

The shape, size and force structure of this construct provide the capabilities needed to conduct the global war on terrorism. In the end, all U.S. military operations in the war on terrorism help assure allies, dissuade competition in key areas and defeat both state and non-state opponents.

The Army's Purpose and Role in National Security:

"The Army's purpose is to serve the American people, protect enduring national interests and fulfill national military responsibilities."² While we have performed diverse tasks since our establishment in 1775, our non-negotiable contract with the American people has remained constant: As part of the Joint Force, we are tasked to provide relevant and ready forces to the Combatant Commanders and the Joint Team. To achieve the objectives of the Defense Strategy and the supporting objectives of the Military Strategy, the Joint Force synergistically applies its capabilities to decisively defeat any adversary across the full range of military operations. In support of the Joint Force, the Army provides versatile, relevant and ready land combat forces, capable of operating alone or in combination with multinational and interagency partners.

As the source of "trained and ready land forces capable of decisive action across the range of military operations and spectrum of conflict,"³ the Army must keep these goals and our warfighting focus constantly in mind as we perform our Title 10 functions to organize, train and equip forces for Joint Force Commanders (JFCs).⁴ These forces provide the Combatant Commander critical capabilities to set the conditions for strategic success by ensuring the broadest range of military options in a crisis and by providing the ability to decisively conclude operations on our terms and our timeline. Army combat forces provide the means to decisively defeat our Nation's adversaries.

The following chart provides a graphic depiction of how the Army fits into broader contexts of the National Defense Strategy and the National Military Strategy.

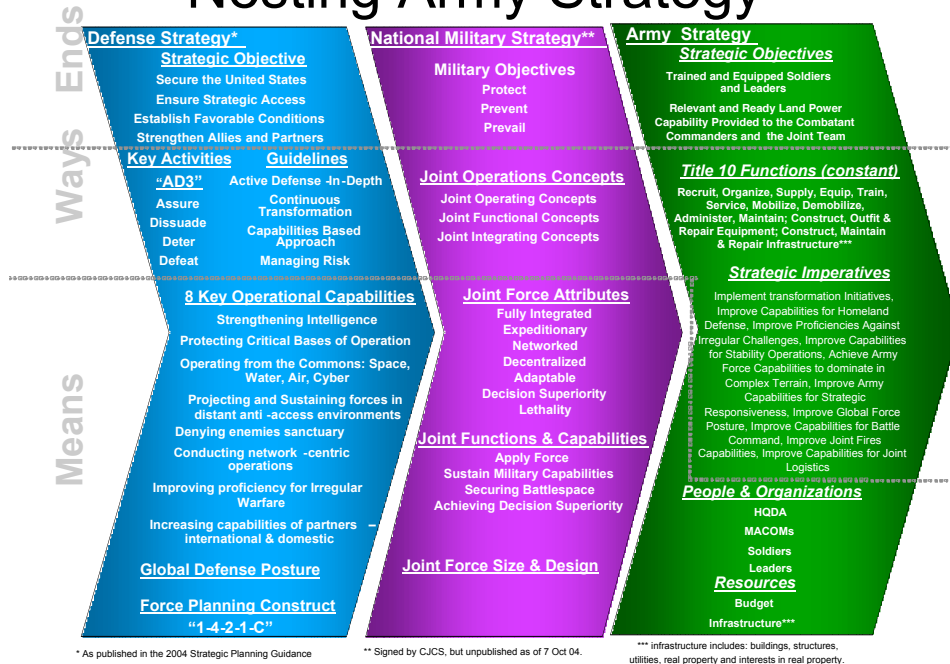
FIGURE 3:

² Field Manual No.1, *The Army*, 14 June 2001. page 21.

³ Ibid. page IV.

⁴ DODD 5100.1, *Functions of the Department of Defense and its Major Components*, 25 September, 1987, page 16.

Nesting Army Strategy



The Strategic Readiness System

The Army has developed the Strategic Readiness System (SRS) as the framework to transform into a strategy-focused organization. It is based on the Balanced Scorecard Methodology and will ensure that we establish a clear linkage between our strategy and our actions. The SRS links our core competencies (ends) with our internal processes (ways) as well as people and assets (means); and then measures our effectiveness in achieving those ends. The SRS will enable leaders to monitor and forecast strategic performance and evaluate how well the Army makes use of its resources in implementing strategy. The Army Strategy Map is aligned with the Army Strategic Goals listed in the main body of the Army Strategic Planning Guidance. Annex E will provide objective descriptions, measures, and targets for each of the objectives shown on the Army Strategy Map.